

**2026230654**

## **APPENDIX O**

### **Resource Allocations**

#### **By Division**

**2026230655**

	1991	1992	1993	1994	1995
ADMIN9195R.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues					
PROJECT TOMORROW					
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc					
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT					
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT					
INTERNATIONAL PRODUCT SUPPORT					
PM:USA					
PM:PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	29.00	29.00	29.00	29.00	29.00
Total Direct	0.00	0.00	0.00	0.00	0.00
Total Direct & Support	29.00	29.00	29.00	29.00	29.00
Authorized total	29.00				

2026230656

ARD9195R.W20	1991	1992	1993	1994	1995
OPERATIONS SUPPORT					
Adhesives	2.00	4.00	4.00	3.00	3.00
Cigarette Monitoring					
Materials Evaluation	3.50	3.50	3.00	3.00	3.00
Customer Complaints-T/O/S	1.00	1.00	1.00	1.00	1.00
Flavor Dev/Analytical Sup					
Marlboro Standardization	1.00	1.00	1.00	1.00	1.00
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents	1.00	1.00	1.00	1.00	2.00
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs	1.50	0.50	0.50	0.50	0.50
ETS Studies	1.00	1.00	1.50	1.50	1.50
Entomological Support	1.00	1.00	0.50	0.50	0.50
Project Warhol					
Engineering Stud/Methods	2.50	2.50	2.50	2.50	2.50
Recon Sheet Certification					
Cooperative Leaf Studies	1.50	1.50	1.50	1.50	1.50
Environmental Issues	4.50	5.00	5.50	6.00	7.50
PROJECT TOMORROW	1.00	2.00	2.00	3.00	1.00
OPTICAL PROCESSING					
NEW EXPANSION PROCESS	3.00	3.00	3.00	2.50	2.00
CAST LEAF RCB PROCESS	2.00	2.00	2.50	2.50	2.50
PROJECT ART					
Art Sup of Current proc	3.00	0.00	0.00	0.00	0.00
Art Process Development	4.00	3.00	2.50	2.00	1.00
Art Total					
PROJECT BETA	2.00	3.00	5.00	6.00	6.00
PROJECT SIGMA					
TSNA		0.50	1.00	0.50	
LBA	0.50	0.50	0.50	0.50	0.50
REDUCED SS/PAPER TECH	6.50	6.00	5.50	5.50	5.50
PROJECT AMBROSIA/ASH TRAY ODOR	2.00	2.50	2.50	1.00	0.00
PROJECT PACT					
LOW TAR/HIGH FLAVOR	1.00	1.00	1.50	1.50	1.50
FILTER RESEARCH					
Domestic	0.50	0.50	0.50	0.50	0.50
International					
DOMESTIC PRODUCT DEVELOPMENT	1.00	1.00	1.00	1.00	1.00
INTERNATIONAL PRODUCT SUPPORT					
PM USA	1.50	1.50	1.50	1.50	1.50
PM PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION	1.50	1.50	1.00	1.00	1.00
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH		0.00	0.00	0.00	0.00
Mass Burn Control					
Pyrolysis Temp Control		1.00	1.00	1.00	1.00
FLAVORS					
Thermal Flavor Release	0.50	1.00	1.00	1.00	1.00
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology	2.00	3.00	3.00	3.00	4.00
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects	0.50	1.00	2.00	2.50	3.00
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys	1.00	1.00	1.00	1.00	1.00
BIOLOGICAL					
Bioconversion	1.00	1.00	1.00	1.00	1.00
Antibodies					
Biosensors				0.50	1.00
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH	2.00	2.00	2.00	2.50	3.00
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	1.00	1.00	1.00	1.00	1.00
Total Direct	57.00	60.00	63.00	63.00	63.00
Total Direct & Support	58.00	61.00	64.00	64.00	64.00
Authorized total	58.00				

2026230657

BCR9195R.W20	1991	1992	1993	1994	1995
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv	10.25	0.00	0.00	0.00	0.00
Micro Quality Improv/Tob Micro	4.10	6.00	7.00	7.00	7.00
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
BTS Studies					
Entomological Support	4.30	3.20	3.20	3.20	3.20
Project Warhol	0.00	0.00	0.00	0.00	0.00
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues	1.00	1.50	1.50	2.20	2.20
PROJECT TOMORROW					
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc	0.25	0.00	0.00	0.00	0.00
Art Process Development	0.4	0.50	0.50	0.00	0.00
Art Total					
PROJECT BETA			1.00	1.00	1.00
PROJECT SIGMA					
TSNA	18.40	17.85	12.60	10.40	11.40
LBA	10.40	9.00	9.00	12.00	12.00
REDUCED: SS/PAPER TECH	1.10	1.50	4.00	3.00	3.00
PROJECT AMBROSIA/ASH: TRAY ODOR	0.10	0.10	0.00	0.00	0.00
PROJECT PACT					
LOW TAR/HIGH FLAVOR	1.50	1.00	0.50	0.50	0.50
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT					
INTERNATIONAL PRODUCT SUPPORT					
PM USA					
PM FI					
PROJECT NATURAL					
INGREDIENTS	0.20	0.50	0.70	0.70	0.70
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology	0.40	0.10	0.00	0.00	0.00
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud	0.60	1.00	1.00	1.00	1.00
Trigeminal Stud	0.25	0.75	1.00	1.00	1.00
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects		0.50	1.00	1.00	1.00
Struct-Act Relationships	0.20	0.50	1.00	1.00	1.00
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion	2.20	2.00	1.00	1.00	1.00
Antibodies	0.70	1.00	1.00	1.00	1.00
Biosensors	1.30	2.00	3.00	3.00	3.00
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
Plant Tissue Culture	1.35	2.00	2.00	2.00	2.00
New Project 1	0.00	0.00	0.00	0.00	0.00
Biochemical Processing			1.00	2.00	2.00
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	50.00	51.00	52.00	53.00	54.00
Total Direct & Support	50.00	51.00	52.00	53.00	54.00
Allocated Total	50.00				

2026230658

	1991	1992	1993	1994	1995
CAD9195R.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues					
PROJECT TOMORROW	0.20	0.20	0.20	0.20	0.20
OPTICAL PROCESSING					
NEW EXPANSION PROCESS	0.20	0.20	0.20	0.20	0.20
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc					
Art Process Development	0.20	0.20	0.20	0.20	0.20
Art Total					
PROJECT BETA	0.40	0.40	0.40	0.40	0.40
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH	0.20	0.20	0.20	0.20	0.20
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT					
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic	0.20	0.20	0.20	0.20	0.20
International					
DOMESTIC PRODUCT DEVELOPMENT	0.30	0.30	0.30	0.30	0.30
INTERNATIONAL PRODUCT SUPPORT					
PM USA	0.30	0.30	0.30	0.30	0.30
PM PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms	1.00	1.00	1.00	1.00	1.00
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net	2.00	2.00	2.00	2.00	2.00
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	28.00	28.00	28.00	28.00	28.00
Total Direct	5.00	5.00	5.00	5.00	5.00
Total Direct & Support	33.00	33.00	33.00	33.00	33.00
Allocated Total	33.00				

2026230659

CHM9195R.W20	1991	1992	1993	1994	1995
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation	0.05	0.05	0.05	0.05	0.05
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies	0.50	0.50	0.50	0.50	0.50
Environmental Issues		1.00	1.00	2.00	3.00
PROJECT TOMORROW	0.35	0.35	0.35	0.35	0.35
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc	1.05	0.00	0.00	0.00	0.00
Art Process Development	1.05	1.05	1.05	1.05	1.05
Art Total					
PROJECT BETA	0.10	0.10	0.10	0.10	0.10
PROJECT SIGMA					
TSNA	0.10	0.10	0.10	0.10	0.10
LBA	0.10	0.10	0.10	0.10	0.10
REDUCED SS/PAPER TECH	13.00	12.00	12.00	11.00	10.00
PROJECT AMBROSIA/ASH TRAY ODOR	2.10	2.10	2.10	1.10	0.00
PROJECT PACT					
LOW TAR/HIGH FLAVOR	0.95	0.95	0.95	0.95	0.95
FILTER RESEARCH					
Domestic	0.05	1.10	1.10	1.10	1.10
International					
DOMESTIC PRODUCT DEVELOPMENT					
INTERNATIONAL PRODUCT SUPPORT					
PM USA	0.20	0.20	0.20	0.20	0.20
PM PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL	0.90	0.90	0.90	0.90	0.90
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION		1.00	1.00	1.00	2.00
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control	0.10	0.10	0.10	0.10	0.10
Pyrolysis Temp Control		1.00	1.00	1.00	1.10
FLAVORS					
Thermal Flavor Release	1.60	1.60	1.60	1.60	1.60
Flavor Formation Studies	0.20	0.20	0.20	0.20	0.20
Fragrances	0.20	0.20	0.20	0.20	0.20
Volatile Flavors	0.40	0.40	0.40	0.40	0.40
AEROSOLS					
Formation Mechanisms	1.35	1.35	1.35	1.35	1.35
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation	0.45	0.45	0.45	0.45	0.45
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud	0.00	0.00	0.00	0.00	0.00
Trigeminal Stud					
Odor Panel	0.40	0.40	0.40	0.40	0.40
Room Odor Panel					
Flav Response/ Chm Aspects				1.00	1.00
Struct-Act Relationships				1.00	1.00
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion	0.05	0.05	0.05	0.05	0.05
Antibodies	0.05	0.05	0.05	0.05	0.05
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	2.70	2.70	2.70	2.70	2.70
Total Direct	25.30	27.30	27.30	28.30	28.30
Total Direct & Support	28.00	30.00	30.00	31.00	31.00
Allocated Total	28.00				

2026230660

	1991	1992	1993	1994	1995
CIGDEV9195R.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring	0.50	0.50	0.50	0.50	0.50
Materials Evaluation	0.25	0.25	0.25	0.25	0.25
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization	0.25	0.25	0.25	0.25	0.25
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues			1.00	1.00	1.00
PROJECT TOMORROW	2.00	2.50	3.00	3.50	2.00
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc	1.00	0.50	0.50	0.50	0.50
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH	0.25	0.25	0.25	0.50	0.50
PROJECT AMBROSIA/ASH TRAY ODOR	1.75	1.75	0.75	0.50	0.50
PROJECT PACT					
LOW TAR/HIGH FLAVOR	2.00	2.00	1.00	1.00	1.00
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT	4.00	3.75	5.50	5.50	8.00
INTERNATIONAL PRODUCT SUPPORT					
PM USA					
PM PI	15.00	15.00	15.00	15.00	15.00
PROJECT NATURAL	0.50	0.50	-	-	-
INGREDIENTS					
MENTHOL	0.50	0.75	1.00	0.50	0.50
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	13.00	13.00	14.00	14.00	15.00
Total Direct & Support	13.00	13.00	14.00	14.00	15.00
Allocated Total	13.00				

2026230661



	1991	1992	1993	1994	1995
CIGTEC9195.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation	0.00	0.00	0.00	0.00	0.00
Customer Complaints-T/O/S	0.70	0.70	0.70	0.70	0.70
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents	2.75	2.75	2.50	2.50	2.50
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues					
PROJECT TOMORROW	1.25	1.50	1.50	1.50	1.50
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RGB PROCESS					
PROJECT ART					
Art Sup of Current proc	0.25	0.25	0.00	0.00	0.00
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA	0.10	0.00	0.00	0.00	0.00
TSNA					
LBA					
REDUCED SS/PAPER TECH	11.25	12.25	12.75	12.75	12.75
PROJECT AMBROSIA/ASH TRAY ODOR	1.00	1.00	1.00	1.00	1.00
PROJECT PACT					
LOW TAR/HIGH FLAVOR	1.00	1.00	1.00	1.00	1.00
FILTER RESEARCH					
Domestic	3.00	3.00	3.00	3.00	3.00
International	1.50	1.50	1.50	1.50	1.50
DOMESTIC PRODUCT DEVELOPMENT	1.75	2.00	2.00	2.00	2.00
INTERNATIONAL PRODUCT SUPPORT					
PM: USA	1.50	1.75	1.75	1.75	1.75
PM: PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL	0.30	0.30	0.30	0.30	0.30
REDUCED TAR & NICOTINE INTL	0.50	0.50	0.50	0.50	0.50
SELECTIVE FILTRATION	0.40	0.75	0.75	0.75	0.75
NEW PACKAGING CONCEPTS	0.20	0.20	0.20	0.20	0.20
PROCESS DEV STUDIES (FILTER)	1.10	1.10	1.10	1.10	1.10
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release	0.25	0.25	0.25	0.25	0.25
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms	0.20	0.20	0.20	0.20	0.20
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
PROCESS PLANT SUPPORT					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	29.00	31.00	31.00	31.00	31.00
Total Direct & Support	29.00	31.00	31.00	31.00	31.00
Allocated Total	29.00	31.00	31.00	31.00	31.00

2026230662

GTSD9195R.W20:	1991	1992	1993	1994	1995
OPERATIONS SUPPORT	0.00	0.00	0.00	0.00	0.00
Adhesives					
Cigarette Monitoring	0.50	0.50	0.50	0.50	0.50
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization	3.00	3.00	3.00	3.00	3.00
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support	2.00	2.00	2.00	2.00	2.00
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods	0.50	0.50	0.50	0.50	0.50
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues		1.00	1.00	1.00	1.00
PROJECT TOMORROW	0.50	0.50	0.50	0.50	0.50
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RGB PROCESS	0.50	1.00	1.00	1.00	1.00
PROJECT ART	0.00	0.00	0.00	0.00	0.00
Art Sup of Current proc	1.00	0.00	0.00	0.00	0.00
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT					
LOW TAR/HIGH FLAVOR	0.50	0.00	0.00	0.00	0.00
FILTER RESEARCH					
Domestic	0.50	0.50	0.50	0.50	0.50
International					
DOMESTIC PRODUCT DEVELOPMENT	14.00	14.00	14.00	14.00	14.00
INTERNATIONAL PRODUCT SUPPORT					
PM USA	2.00	2.00	2.00	2.00	2.00
PM PI	22.00	22.00	22.00	22.00	22.00
PROJECT NATURAL					
INGREDIENTS					
MENTHOL	0.50	0.50	0.50	0.50	0.50
REDUCED TAR & NICOTINE INTL	0.50	0.50	0.50	0.50	0.50
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	11.00	11.00	11.00	11.00	11.00
Total Direct	26.00	26.00	26.00	26.00	26.00
Total Direct & Support	37.00	37.00	37.00	37.00	37.00
Allocated Total	37.00				

2026230663

	1991	1992	1993	1994	1995
DEVENG9195R.W20					
OPERATIONS SUPPORT					
Adhesives:					
Cigarette Monitoring:					
Materials Evaluation:					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues					
PROJECT TOMORROW	0.20	0.20			
OPTICAL PROCESSING	0.20	0.20			
NEW EXPANSION PROCESS	3.5	3.50			
CAST LEAF RCB PROCESS	0.80	0.80			
PROJECT ART					
Art Sup of Current proc	0.40	0.40			
Art Process Development	1.1	1.10			
Art Total					
PROJECT BETA	1.7	0.70			
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT	0.40	0.00			
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT					
INTERNATIONAL PRODUCT SUPPORT					
PM USA					
PM FI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL	1.20	1.20			
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	16.50	17.90	26.00	26.00	26.00
Total Direct	9.50	8.10	0.00	0.00	0.00
Total Direct & Support	26.00	26.00	26.00	26.00	26.00
Allocated Total	26.00				

2026230664

	1991	1992	1993	1994	1995
EXEC/ADMIN					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues					
PROJECT TOMORROW					
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc					
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT					
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT					
INTERNATIONAL PRODUCT SUPPORT					
PM USA					
PM PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	43.00	43.00	43.00	43.00	43.00
Total Direct	0.00	0.00	0.00	0.00	0.00
Total Direct & Support	43.00	43.00	43.00	43.00	43.00
Allocated Total	43.00				

2026230665

FLADEV9195R.W20:	1991	1992	1993	1994	1995
OPERATIONS SUPPORT					
Adhesives	0.20	0.20	0.20	0.20	0.20
Cigarette Monitoring	0.10	0.10	0.10	0.10	0.10
Materials Evaluation					
Customer Complaints-T/O/S	0.10	0.10	0.10	0.10	0.10
Flavor Dev/Analytical Sup	0.20	0.70	1.25	1.45	1.45
Marlboro Standardization	1.00	1.00	1.00	1.00	1.00
Alt Humectants/Preserv	0.10	0.10	0.10	0.10	0.10
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents	0.20	0.20	0.35	0.35	0.35
Semiworks Support	0.10	0.10	0.10	0.10	0.10
Burley Spray/Dry Flavors	0.10	0.10	0.50	0.50	0.50
Flavor Specs/Certs	0.60	0.60	0.60	0.60	0.60
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods	0.00	0.00	0.20	1.00	1.00
Recon Sheet Certification	0.00	0.00	0.00	0.00	0.00
Cooperative Leaf Studies					
Environmental Issues	0.30	0.30	0.50	0.50	0.50
PROJECT TOMORROW	1.25	1.50	1.00	0.50	0.00
OPTICAL PROCESSING					
NEW EXPANSION PROCESS	0.85	0.60	0.60	0.60	0.60
CAST LEAF RCB PROCESS	0.70	0.50	0.50	0.10	0.00
PROJECT ART					
Art Sup of Current proc	0.25	0.25	0.25	0.10	0.10
Art Process Development	1.00	1.00	0.50	0.10	0.10
Art Total					
PROJECT BETA	0.25	1.00	1.25	1.25	1.25
PROJECT SIGMA	0.00	0.00	0.00	0.00	0.00
TSNA					
LBA					
REDUCED SS/PAPER TECH	0.60	0.25	0.25	0.25	0.25
PROJECT AMBROSIA/ASH TRAY ODOR	1.00	0.80	0.50	0.50	0.25
PROJECT PACT					
LOW TAR/HIGH FLAVOR	2.35	2.35	3.25	3.00	3.00
FILTER RESEARCH	0.00				
Domestic	0.30	0.30	0.30	0.30	0.30
International	0.00	0.00	0.00	0.00	0.00
DOMESTIC PRODUCT DEVELOPMENT	4.15	4.55	5.05	5.05	5.05
INTERNATIONAL PRODUCT SUPPORT					
PM USA	2.00	3.00	3.00	4.25	5.00
PM PI	2.00	2.00	2.00	2.00	2.00
PROJECT NATURAL	0.20	0.20	0.00	0.00	0.00
INGREDIENTS					
MENTHOL	2.00	2.00	2.35	2.50	3.00
REDUCED TAR & NICOTINE INTL	0.20	0.20	0.20	0.00	0.00
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release	1.00	1.00	1.00	1.10	1.35
Flavor Formation Studies	1.00	1.00	1.00	1.10	1.35
Fragrances	0.05	0.05	0.05	0.05	0.05
Volatile Flavors	0.45	0.45	0.45	0.75	0.75
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lix					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
PROCESS PLANT SUPPORT	0.40	0.50	0.50	0.50	0.60
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	23.00	25.00	27.00	28.00	29.00
Total Direct & Support	23.00	25.00	27.00	28.00	29.00
Allocated Total	23.00				

2026230666

	1991	1992	1993	1994	1995
PED9195.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues					
PROJECT TOMORROW					
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc					
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT					
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT	24.30	24.30	25.30	25.30	26.30
INTERNATIONAL PRODUCT SUPPORT					
PM USA	1	1.00	1.00	1.00	1.00
PM PI	2.00	2.00	2.00	2.00	2.00
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik	1.50	1.50	1.50	1.50	1.50
Stochastic Discrimination Mod	0.50	0.50	0.50	0.50	0.50
Cost/Benefit Eval	0.50	0.50	0.50	0.50	0.50
Quant Mod of Market Dynamics	0.20	0.20	0.20	0.20	0.20
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	28.00	28.00	29.00	29.00	30.00
Total Direct & Support	28.00	28.00	29.00	29.00	30.00
Allocated Total	28.00				

2026230667

	1991	1992	1993	1994	1995
PHY9195R.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks	1.00				
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues		1.00	1.00	2.00	3.00
PROJECT TOMORROW	6.50	7.00	8.00	8.00	6.00
OPTICAL PROCESSING	6.00	6.00	6.00	7.00	7.00
NEW EXPANSION PROCESS	8.00	6.00	5.00	3.00	3.00
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc	0.50				
Art Process Development	0.50				
Art Total					
PROJECT BETA	21.00	25.00	25.00	25.00	20.00
PROJECT SIGMA					
TSNA				1.00	1.00
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT	0.50				
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic	0.50	1.00	1.00	1.00	1.00
International					
DOMESTIC PRODUCT DEVELOPMENT					
INTERNATIONAL PRODUCT SUPPORT					
PM:USA					
PM:PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION	0.50	1.00	2.00	2.00	3.00
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control	1.00	1.00	1.00	1.00	
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms	2.00	2.00	2.00	1.00	1.00
Short Lived Aerosols	1.00	1.00	1.00	2.00	3.00
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
Alpha					5.00
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	49.00	51.00	52.00	53.00	53.00
Total Direct & Support	49.00	51.00	52.00	53.00	53.00
Allocated Total	49.00				

2026230668

	1991	1992	1993	1994	1995
STS-TA9195R.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation	0.20	0.20	0.20	0.20	0.20
Customer Complaints-T/O/S	0.10	0.10	0.10	0.20	0.20
Flavor Dev/Analytical Sup	0.10	0.10	0.10	0.10	0.10
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs	0.20	0.20	0.20	0.20	0.20
ETS Studies	0.10	0.10	0.10	0.10	0.10
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues	0.10	0.30	0.40	0.50	0.50
PROJECT TOMORROW	0.20	0.20	0.20		
OPTICAL PROCESSING					
NEW EXPANSION PROCESS	0.70	0.80	1.00	1.20	1.20
CAST LEAF RCB PROCESS	0.40	0.50	0.60	0.80	0.80
PROJECT ART					
Art Sup of Current proc					
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA	0.20	0.20	0.20	0.20	0.20
REDUCED SS/PAPER TECH	1.00	1.00	0.50	0.50	0.30
PROJECT AMBROSIA/ASH TRAY ODOR	0.10	0.10	0.20	0.00	
PROJECT PACT	0.80	0.60	0.40	0.20	
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH:					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT	0.90	0.90	0.90	1.00	1.00
INTERNATIONAL PRODUCT SUPPORT					
PM USA					
PM PI					
PROJECT NATURAL					
INGREDIENTS	2.60	2.40	2.40	2.40	2.40
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects	0.30	0.30	0.50	0.40	0.80
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	8.00	8.00	8.00	8.00	8.00
Total Direct & Support	8.00	8.00	8.00	8.00	8.00
Allocated Total	8.00				

2026230669



	1991	1992	1993	1994	1995
TIS9195R.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues					
PROJECT TOMORROW					
OPTICAL PROCESSING					
NEW EXPANSION PROCESS					
CAST LEAF RGB PROCESS					
PROJECT ART					
Art Sup of Current proc					
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT					
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT					
INTERNATIONAL PRODUCT SUPPORT					
PM USA					
PM PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1	0.00	0.00	0.00	0.00	0.00
New Project 2	0.00	0.00	0.00	0.00	0.00
New Project 3					
New Project 4					
New Project 5					
Total Support	11.00	11.00	11.00	11.00	11.00
Total Direct	0.00	0.00	0.00	0.00	0.00
Total Direct & Support	11.00	11.00	11.00	11.00	11.00
Allocated Total	11.00				

2026230670

	1991	1992	1993	1994	1995
TOBFUN9195R.W20					
OPERATIONS SUPPORT					
Adhesives:					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues		1.50	2.00	2.50	2.50
PROJECT TOMORROW		1.00	2.00	3.50	3.50
OPTICAL PROCESSING					
NEW EXPANSION PROCESS	11.70	8.20	6.20	4.20	4.20
CAST LEAF RCB PROCESS					
PROJECT ART					
Art Sup of Current proc					
Art Process Development					
Art Total					
PROJECT BETA	3.3	3.30	3.30	3.30	3.30
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT					
LOW TAR/HIGH FLAVOR					
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT		1.00	1.50	1.50	1.50
INTERNATIONAL PRODUCT SUPPORT					
PM USA					
PM FI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES	0.00	0.00	0.00	0.00	0.00
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lix					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	15.00	15.00	15.00	15.00	15.00
Total Direct & Support	15.00	15.00	15.00	15.00	15.00
Allocated Total	15.00				

2026230671

	1991	1992	1993	1994	1995
TOBMATL91915.W20					
OPERATIONS SUPPORT					
Adhesives					
Cigarette Monitoring					
Materials Evaluation					
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup					
Marlboro Standardization					
Alt Humectants/Preserv					
Micro Quality Improv					
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support					
Burley Spray/Dry Flavors					
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues		1.00	2.00	2.00	2.00
PROJECT TOMORROW					
OPTICAL PROCESSING					
NEW EXPANSION PROCESS	7.00	4.00	3.00	1.00	0.00
CAST SHEET RCB PROCESS	8.40	15.60	14.00	11.20	10.50
PROJECT ART					
Art Sup of Current proc	3.20	0.50	0.50	0.00	0.00
Art Process Development	9.00	10.00	10.00	9.00	4.00
Art Total					
PROJECT BETA					
PROJECT SIGMA					
TSNA					
LBA					
REDUCED SS/PAPER TECH					
PROJECT AMBROSIA/ASH TRAY ODOR					
PROJECT PACT	1.00	0.00	0.00	0.00	0.00
LOW TAR/HIGH FLAVOR	0.50				
FILTER RESEARCH					
Domestic					
International					
DOMESTIC PRODUCT DEVELOPMENT	1.00	1.00	1.00	1.00	1.00
INTERNATIONAL PRODUCT SUPPORT	0.00	0.00	0.00	0.00	0.00
PM USA	0.50	0.50	0.50	0.50	0.50
PM PI					
PROJECT NATURAL					
INGREDIENTS					
MENTHOL	0.50	0.50	0.50	0.50	0.50
REDUCED TAR & NICOTINE INTL					
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES					
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology			1.50	5.00	8.00
Membrane Separation				1.00	4.00
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lik					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1	0.00	0.00	0.00	0.00	0.00
New Project 2					
New Project 3					
Primary Improvement Program	4.00	3.00	2.00	2.30	3.00
Reconstitution Plant Support	2.90	1.90	3.00	4.50	4.50
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	38.00	38.00	38.00	38.00	38.00
Total Direct & Support	38.00	38.00	38.00	38.00	38.00
Allocated Total	38.00				

2026230672

	1991	1992	1993	1994	1995
TOBPF919SR.W201					
OPERATIONS SUPPORT					
Adhesives	0.40	0.40	0.40	0.40	0.40
Cigarette Monitoring	0.10	0.10	0.10	0.10	0.10
Materials Evaluation	1.20	1.20	1.20	1.20	1.20
Customer Complaints-T/O/S					
Flavor Dev/Analytical Sup	1.10	1.10	1.10	1.10	1.10
Marlboro Standardization	0.50	0.50	0.50	0.50	0.50
Alt Humectants/Preserv	0.20	0.20	0.20	0.20	0.20
Micro Quality Improv	0.10	0.10	0.10	0.10	0.10
Monogram Inks					
Packaging - Inks & Solvents					
Semiworks Support	15.00	15.00	15.00	15.00	15.00
Burley Spray/Dry Flavors	0.30	0.30	0.30	0.30	0.30
Flavor Specs/Certs					
ETS Studies					
Entomological Support					
Project Warhol					
Engineering Stud/Methods					
Recon Sheet Certification					
Cooperative Leaf Studies					
Environmental Issues	0.10	0.25	0.75	0.75	0.75
PROJECT TOMORROW	2.00	1.00	0.75	0.75	0.75
OPTICAL PROCESSING	0.15	0.30	0.30	0.30	0.30
NEW EXPANSION PROCESS	2.00	2.00	1.00	1.00	1.00
CAST LEAF RCB PROCESS	1.00	0.85	0.85	0.85	0.85
PROJECT ART					
Art Sup of Current proc	8.70	7.50	5.70	5.70	5.70
Art Process Development					
Art Total					
PROJECT BETA					
PROJECT SIGMA	0.90	0.80	0.70	0.70	0.70
TSNA					
LBA					
REDUCED SS/PAPER TECH	2.95	2.90	2.00	2.00	1.00
PROJECT AMBROSIA/ASH TRAY ODOR	0.20	0.30	0.40	0.40	0.40
PROJECT PACT					
LOW TAR/HIGH FLAVOR	0.80	0.90	1.90	1.90	1.90
FILTER RESEARCH	0.00	0.00	0.00	0.00	0.00
Domestic	0.50	0.70	0.70	0.70	0.70
International					
DOMESTIC PRODUCT DEVELOPMENT	9.80	10.80	10.80	10.80	10.80
INTERNATIONAL PRODUCT SUPPORT	0.00	0.00	0.00	0.00	0.00
PM USA	8.80	9.80	11.80	11.80	12.80
PM PI					
PROJECT NATURAL	0.80	0.60	0.70	0.70	0.70
INGREDIENTS					
MENTHOL					
REDUCED TAR & NICOTINE INTL	0.50	0.50	0.60	0.60	0.60
SELECTIVE FILTRATION					
NEW PACKAGING CONCEPTS					
PROCESS DEV STUDIES	0.90	0.90	1.15	1.15	1.15
COMBUSTION RESEARCH					
Mass Burn Control					
Pyrolysis Temp Control					
FLAVORS					
Thermal Flavor Release					
Flavor Formation Studies					
Fragrances					
Volatile Flavors					
AEROSOLS					
Formation Mechanisms					
Short Lived Aerosols					
SELECTIVE SEPARATIONS					
Supercritical Technology					
Membrane Separation					
CONSUMER TESTING RESEARCH					
Regression Based Mod of Lix					
Stochastic Discrimination Mod					
Cost/Benefit Eval					
Quant Mod of Market Dynamics					
CHEMICAL SENSES					
Electrophysiological Stud					
Trigeminal Stud					
Odor Panel					
Room Odor Panel					
Flav Response/ Chm Aspects					
Struct-Act Relationships					
MEAS & SENS OF PHY & CHM CHAR					
Process Control Sys					
BIOLOGICAL					
Bioconversion					
Antibodies					
Biosensors					
COMPUTING SYSTEMS					
Expert Sys & Neural Net					
Optical Computing					
BASIC ANALYTICAL RESEARCH					
New Project 1					
New Project 2					
New Project 3					
New Project 4					
New Project 5					
Total Support	0.00	0.00	0.00	0.00	0.00
Total Direct	59.00	59.00	59.00	59.00	59.00
Total Direct & Support	59.00	59.00	59.00	59.00	59.00
Allocated Total	59.00				

2026230673